



Directorate of Information Management



2006-2009 Strategic Plan

United States Army Garrison
Fort Buchanan, Puerto Rico

With the DOIM, you get "IT"....

Table of Contents



Table of Contents	2
Executive Summary.....	3
Vision.....	5
Mission	5
Organizational Values	5
Strategic Goals	7
Strategic Goal 1 -	
Leadership.....	7
Strategic Goal 2 -	
Infostructure.....	7
Strategic Goal 3 -	
Customer Focus	7
Strategic Goal 4 -	
Organizational Efficiency/Cost	8
Strategic Goal and Objective Action Plans	8

Executive Summary

When LTC James A. Buchanan established the “Porto Rico Regiment” in 1903, his primary means of daily communications with his troops was via a messenger, who was forced to brave the elements to ensure the success of the mission. In 1923, Camp Buchanan was established on 300 acres of land. In the twenty years that had passed since LTC Buchanan’s initial arrival in Puerto Rico, very little had changed with regard to available means of communication and their dependability. It is certain, though, that, with the passing of nearly a century, the sophistication of communications has surpassed what LTC Buchanan could have envisioned in his wildest dreams.

Fort Buchanan and today’s Army rely on a combination of analog, digital and electronic communications to conduct daily business. Today’s communications methodologies have removed traditional geographical barriers and allow for “virtual” messages, telephone conversations, and video conferences with people, around the world, with the click of a mouse. Traditional telephone service has evolved to include the transmission of data packets, via Unclassified and Classified Local Area Networks that interconnect other networks, via the World Wide Web. Video Teleconferencing and Voice over Internet Protocol (VoIP) have become the norm and allow parties located on distant ends of the globe to have crystal clear, visual and voice communications. The implementation of Internet Protocol Version 6 (IPv6) will expand, from millions to billions, the number of routable addresses, which connect millions of computer users around the world.

The Directorate of Information Management proudly serves as the sole provider for Information Management and Information Technology-related services and support, at U.S. Army Garrison, Fort Buchanan. The late 1980’s saw a transformation from two functional offices (Automation Management Office and Tele-Communications Center) to the official birth of a “Directorate of Information Management”, at Fort Buchanan. The year 1998 marked a significant milestone, as the Information Management personnel, services and support transitioned from the Army Garrison to the 56th Signal Battalion, in support of United States Army South. Almost six years later, the Directorate of Information Management was reborn, with the relocation of United States Army South from Puerto Rico to San Antonio, Texas. Throughout the years and regardless of its organizational structure or functional component, the Directorate of Information Management has continued to focus on its most important asset....its customers!



The Directorate of Information Management and its employees are dedicated to providing premier, expert-level support for all issues relating to voice, data, and visual information services and support. While the Directorate of Information Management may have a solid grasp of today's technology, we continually strive to remain on the cusp of technological evolution. It is from this unrelenting commitment to Information Management and Information Technology excellence, that our Strategic Plan is born. This Strategic Plan is a written and visual testament to this commitment. In the years to come, this document will continue to evolve, with the ever-changing tides of technology. Though one cannot be certain what the future holds with regard to technology, one thing is certain. The Fort Buchanan Directorate of Information Management and its dedicated employees will be there to ensure its customers have the latest technological innovations and cutting-edge services to support their Information Management and Technology needs!

Joseph M. Hernandez Carrion
Director of Information Management
United States Army Garrison
Fort Buchanan, Puerto Rico

Vision

To be the Federal Information Technology Service Provider of choice for the Caribbean.

Mission

To enable customer success, through the operation and maintenance of command and control communications systems, by embracing emerging information management technologies and methodologies.

Organizational Values

Our values are derived from those of the United States Army and represent the unique mission of the Directorate of Information Management:

1. **Loyalty** - Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers. Be loyal to the nation and its heritage.

Our loyalty is reflected in our commitment to respond to our customer's request for service, whenever and wherever necessary.

2. **Duty** - Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

Our duty is to serve military components and federal agencies, with quality and trustworthy Information Management services.

3. **Respect** - Rely upon the golden rule. How we consider others reflects upon each of us, both personally and as a professional organization.

DOIM customers can always count upon courteous and professional service.

4. **Selfless Service** - Put the welfare of the nation, the Army, and your subordinates before your own. Selfless service leads to organizational

teamwork and encompasses discipline, self-control and faith in the system.

Our customer's requirements are not static. We realize that and are committed to providing the manpower and resources necessary to ensure customer success.

5. **Honor** - Live up to all the Army values

The Fort Buchanan DOIM prides itself on the unsurpassed technical knowledge of our personnel, who support the soldiers and civilians that proudly serve the United States of America.

6. **Integrity** - Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass" an inner voice.

We strive to instill trust and confidence in our organization, through our commitment to providing services and support that comply with regulatory and lawful guidance.

7. **Personal Courage** - Our ability to face fear, danger, or adversity, both physical and moral courage.

The Fort Buchanan DOIM embraces its role in the secure handling, storage, and transmission of information that ultimately supports the efforts of the "Warfighter".

Strategic Goals

Strategic Goal 1 - Leadership:

Redesign and implement employee professional development program to stimulate and develop competent and committed leaders.

Strategic Objective 1.1 - Establish partnerships with local educational institutions and commercial industry to conduct seminars and workshops to facilitate employee self development, sharpen skills, and increase organizational competitiveness.

Strategic Objective 1.2 - Promote employee self development through the completion of E-Learning courses and rotational assignments.

Strategic Objective 1.3 - Establish a mentorship program which, through a centralized data collection point, identifies employee self-development trends and recognizes personal initiative.

Strategic Objective 1.4 - Create an “In-House” training laboratory for “Hands-On” training, research, and pre-deployment testing.

Strategic Goal 2 - Infostructure:

Sustain a reliable Installation Information Infrastructure that delivers enterprise-level information management services.

Strategic Objective 2.1 – Establish infrastructure expansion and improvement program to support evolving mission requirements.

Strategic Objective 2.2 – Implement centralized, monitoring and administration of critical network equipment through the creation of a Network Operations Center.

Strategic Objective 2.3 – Develop, test, and periodically reevaluate disaster recovery and continuity of operations plans, to ensure “On-Demand” availability of network resources.

Strategic Objective 2.4 - Provide unparalleled information sharing and collaboration services, with real-time content updating, via dynamic web portals.

Strategic Objective 2.5 - Maintain a continuously-evolving Computer and Network Defense program, based upon the Defense-In-Depth concept.

Strategic Goal 3 - Customer Focus:

Enhance customer relationships by understanding customer needs to deliver quality services.

Strategic Objective 3.1 – Foster positive, two-way communications and enhance customer relations, through research and analysis.

Strategic Objective 3.2 – Make the intranet portal the means to share information by Garrison personnel.

Strategic Objective 3.3 – Centralize customer service and support request receipt and response.

Strategic Objective 3.4 – Establish a website that would inform customers of all services provided by the DOIM Service Desk and allow web-based requesting of services.

Strategic Objective 3.5 – Increase cost effectiveness and timeliness of service, through the use of remote access technology for real-time resolution of common technical problems.

Strategic Objective 3.6 – Convert existing processes from a paperwork driven to an electronic system.

Strategic Goal 4 - Organizational Efficiency and Cost:

Evaluate and analyze the organization and its processes, using a continuous process improvement model.

Strategic Objective 4.1 – Deploy state-of-the-art technologies to increase productivity and maximize Return on Investment (ROI).

Strategic Objective 4.2 – Apply scientific cost reduction and analysis models, such as Lean Six Sigma and Total Quality Management, to improve products and services.

Strategic Objective 4.3 – Prepare the organization for competitive outsourcing (A76) initiatives.

Strategic Goal Action Plans

The remainder of Directorate of Information Management's Strategic Plan is dedicated to the visual representation of Action Plans, which have been developed to ensure the successful implementation of the Strategic Objectives that support our Strategic Goals. These Action Plans provide our organization with a roadmap to a dynamic destination that will change, just as technology does but ultimately ensure the betterment of Information Management and Information Technology service and support

Action Plan Goal 1 – Leadership	
Strategic Goal	Redesign and implement employee professional development program to stimulate and develop competent and committed leaders.
Strategic Objective	1.1 - Establish partnerships with local educational institutions and commercial industry to conduct seminars and workshops to facilitate employee development enhance skills, and increase organizational competitiveness.
Initiative	<ul style="list-style-type: none"> - Identify and recruit potential local academic institution partnership candidates. - Identify and recruit potential commercial partnership candidates.
Purpose	- To develop and maintain a professional work force.
Initiation Date	- 4 th Qtr, FY 06
Planned Completion Date	- 1 st Qtr, FY 08
Action Team	Pedro Colon, Rafael Maldonado, Wilberto Maldonado, Ángel Vélez, Tony Buie
Owner's Contact information	Chief, Service Management Division
Measures of Progress	<ul style="list-style-type: none"> - Improved employee performance levels through the completion of technology services training and industry benchmarking. - Establish minimum of (1) partnership, per initiative. (N/A) - Solicited, reviewed, and applied employee feedback through the use of peer evaluations, periodic counseling, and internal surveys.

Action Plan Goal 1 – Leadership	
Measures of Success	<ul style="list-style-type: none"> - Increased employee technical knowledge and understanding of Total Quality Management (TQM) and Lean Six Sigma principles. - 15% increase in positive customer feedback, based upon increased employee technical knowledge and improved performance.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Resident training courses and associated TDY costs.
Funding Decision	<ul style="list-style-type: none"> - Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Potential partners identified. - Identify budget and training requirements. - Recruitment/partnership packages developed and approved. - Packages submitted to potential partners. - Partnership(s) established.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Training availability - Scheduling conflicts with Mission requirements - A-76 and Outsourcing
Final Result	Increased knowledge base to enhance competency and employee proficiency
Status	<ul style="list-style-type: none"> - DOIM supervisory and management personnel successfully completed TQM/Lean Six training in February 2007, at Polytechnic University of Puerto Rico. - Contract negotiation initiated in April 2007 in order to provide phased TQM/Lean Six training, for DA civilian and contract personnel.

Action Plan Goal 1 – Leadership	
Strategic Goal	Redesign and implement employee professional development program to stimulate and develop competent and committed leaders.
Strategic Objective	1.2 - Promote employee self development through the completion of E-Learning courses and rotational assignments.
Initiative	<ul style="list-style-type: none"> - Identify and assign function-specific E-Learning “IT Certification Paths”. - Develop and implement rotational assignment plan to cross-train employees. - Motivate employees to pursue additional self-development via available resources.
Purpose	- To develop and maintain a professional work force.
Initiation Date	- May 2006
Planned Completion Date	<ul style="list-style-type: none"> - “IT Certification Path” implementation: 2nd Qtr, FY 07 - Rotational Assignment completion by 25% of workforce, by 2nd Qtr, FY 08
Action Team	Pedro Colon, Rafael Maldonado, Wilberto Maldonado, Ángel Vález, Tony Buie
Owner’s Contact information	Chief, Service Management Division
Measures of Progress	<ul style="list-style-type: none"> - E-Learning and rotational assignment plans developed. - E-Learning and rotational assignment plans implemented. - Employee completion of at least (32) hours of job-related, E-Learning courses per rating cycle. - Completion of rotational assignments by five to seven personnel per quarter.

Action Plan Goal 1 – Leadership	
Measures of Success	<ul style="list-style-type: none"> - Employee completion of at least (32) hours of job-related, E-Learning courses per rating cycle. - Completion of additional courses by employees, in support of self-development. - Provide at least four hours, per week, to employees to complete branch specific training.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Contract-funded costs to allow contractor access to identified Army E-Learning “IT Certification Paths”.
Funding Decision	N/A
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Plan implementation. - Employee orientation, initiation and completion. - Ensure a pool of human resources to accomplish the mission.
Contingencies	<ul style="list-style-type: none"> - Scheduling conflicts with Mission requirements - Shortage of qualified manpower - A-76 and Outsourcing
Final Result	Increased knowledge base to enhance competency and employee proficiency.
Status	<ul style="list-style-type: none"> - Rotational assignments of personnel through DOIM Service Desk initiated. - E-Learning “IT Certification Paths” and CP-34-recommended courses identified and under review.

Action Plan Goal 1 – Leadership	
Strategic Goal	Redesign and implement employee professional development program to stimulate and develop competent and committed leaders.
Strategic Objective	1.3 - Establish a mentorship program which, through a centralized data collection point, identifies employee self-development trends and recognizes personal initiative.
Initiative	<ul style="list-style-type: none"> - Develop and implement data collection and trend analysis tool. - Ensure increased employee self-improvement and competitiveness. - Identify and recognize personal accomplishment.
Purpose	- To develop and maintain a professional work force.
Initiation Date	- 3 rd Qtr, FY 07
Planned Completion Date	- 2 nd Qtr, FY 08
Action Team	Pedro Colon, Rafael Maldonado, Wilberto Maldonado, Ángel Vélez, Tony Buie
Owner's Contact information	Chief, Service Management Division
Measures of Progress	<ul style="list-style-type: none"> - Development of data collection and analysis tool. - Assessment of individual progress. - Assessment of group progress. - Review, analyze and implement recommendations for program improvement received via management-solicited, employee feedback.
Measures of Success	<ul style="list-style-type: none"> - Influx of data collected and maintained. - Increase in Certificates of completion by 10% annually. - Formal employee recognition.

Action Plan Goal 1 – Leadership	
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Availability of funding for necessary hardware and software. - A-76 and Outsourcing
Funding Decision	Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Establish data collection and analysis tool. - Use of the DOIM Portal to collect and publish progress. - Enhanced Employee recognition program. - Establish paths for employee career progression.
Contingencies	<ul style="list-style-type: none"> - Availability of funds - Conflicts with mission requirements - Shortage of qualified manpower - A-76 and Outsourcing
Final Result	Increased knowledge base to enhance customer relations and increase employee proficiency.
Status	<ul style="list-style-type: none"> - Initial planning underway.

Action Plan Goal 1 – Leadership	
Strategic Goal	Redesign and implement employee professional development program to stimulate and develop competent and committed leaders.
Strategic Objective	1.4 - Create an “In-House” training laboratory for “Hands-On” training, research, and pre-deployment testing.
Initiative	- Design, deploy and maintain a training lab in DOIM Bldg. 527 to facilitate software and hardware testing and professional training.
Purpose	To provide capability to conduct “real-world” training and familiarization, in order to enhance technical skills and knowledge.
Initiation Date	November 06
Planned Completion Date	September 07
Action Team	Pedro Colon, Rafael Maldonado, Wilberto Maldonado, Ángel Vélez, Tony Buie
Owner’s Contact information	Chief, Service Management Division
Measures of Progress	<ul style="list-style-type: none"> - Facility completed, inspected and accepted. - Hardware and software identified. - Hardware and software approval for funding obtained. - Hardware and software installation and testing completed.

Action Plan Goal 1 – Leadership	
Measures of Success	<ul style="list-style-type: none"> - Capability to conduct training and testing established. - Reduced operational downtime through increased knowledge and skills of employees attained, prior to new technology deployment. - Increased employee technical knowledge and productivity demonstrated through the completion of work assignments and special projects in the laboratory setting and during the (4) hour training period provided on “Thursday Training Days”.
Priority	High
Funding Requirements	- Required hardware and software
Funding Decision	Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Grand Opening of DOIM Training Laboratory. - Increased technical knowledge and proficiency for employees.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Conflicts with mission requirements - Hardware and software availability - A-76 and Outsourcing
Final Result	Increased knowledge base to enhance competency and employee proficiency.
Status	- Interior structure redesign underway.

Action Plan Goal 2 – Infostructure	
Strategic Goal	Sustain a reliable Installation Information Infrastructure that delivers enterprise level information management services.
Strategic Objective	2.1 - Establish infrastructure expansion and improvement program to support evolving mission requirements.
Initiatives	<ul style="list-style-type: none"> - Expansion of Voice over IP (VoIP) Capability and Usage - Telephone Switch Upgrade - SIPRNET Infrastructure Upgrade - Fiber Optic Expansion and Installation
Purpose	Acquire, develop and implement the necessary tools to provide data and communication services that will minimize additional hardware requirements and expedite service delivery.
Initiation Date	January 2006
Planned Completion Date	<ul style="list-style-type: none"> - VoIP Expansion: 1st Qtr, FY 08 - Telephone Switch Upgrade: 1st Qtr, FY 08 - SIPRNET Infrastructure Upgrade: 2nd Qtr, FY 07 - Fiber Optic Expansion and Installation: 2nd Qtr, FY 08
Action Team	Noel Santana, Luis Torres, Justin Gehrke
Owner's Contact Information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Completion of Site Surveys and identification of hardware/software requirements. - Submission/approval of funding and receipt of equipment. - Initiation of implementation plan. - Software installation and debugging. - Implementation of Quality Control Program. - Development and deployment of marketing strategy. <p><i>(Refer to respective DOIM Project Folder for specific milestone timelines.)</i></p>

Action Plan Goal 2 – Infostructure	
Measures of Success	<ul style="list-style-type: none"> - 100% revision of site plans for planned infrastructure projects. - VoIP Usage Expansion: 90% reduction in queuing time for telephone service. - Telephone Switch Upgrade: 100% transition of existing customers to fully operational switch. - SIPRNET Infrastructure Upgrade: 100% replacement of existing network infrastructure components. - Fiber Optic Expansion and Installation: 100% single-mode, fiber optic coverage in installation facilities.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - VoIP Usage Expansion: Hardware purchase - Telephone Switch Upgrade: Hardware purchase - SIPRNET Infrastructure Upgrade: Hardware purchase - Fiber Optic Expansion and Installation: Hardware purchase
Funding Decision	<ul style="list-style-type: none"> - VoIP Usage Expansion: Installation-level - Telephone Switch Upgrade: Installation-level, NETCOM - SIPRNET Infrastructure Upgrade: Installation-level, NETCOM - Fiber Optic Expansion and Installation: Installation-level, IMCOM
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Completed telephone switch upgrade. - Completed SIPRNET infrastructure expansion. - Full single-mode, fiber optic coverage within the installation.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Dependency upon related Goals/Objectives - Training availability - Hardware and software availability - A-76 and Outsourcing
Final Result	Improved network infrastructure to provide uninterrupted communications services to customers.

Action Plan Goal 2 – Infostructure	
Status	<ul style="list-style-type: none">- Approximately 70% of required network equipment received to support completion of SIPRNET Infrastructure Upgrade.- Telephone switch upgrade plan completed.- VoIP UPS solution identified.- Single mode fiber installed and operational in 50% of installation facilities.

Action Plan Goal 2 – Infostructure	
Strategic Goal	Sustain a reliable Installation Information Infrastructure that delivers enterprise level information management services.
Strategic Objective	2.2 – Implement centralized, monitoring and administration of critical network equipment through the creation of a Network Operations Center.
Initiatives	Design and implement a 24x7 Network Operations Center that allows for centralized monitoring of critical network equipment and services.
Purpose	To ensure continuous network operations through the integration of existing network monitoring tools in a centralized location.
Initiation Date	May 2006
Planned Completion Date	2 nd Qtr, FY 08
Action Team	Noel Santana, Luis Torres, Justin Gehrke
Owner's Contact Information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Project design completed and components to be integrated identified by September 2006. - Hardware funding requirements identified, and quotations solicited by October 2006. - Purchased hardware received and plans cross-referenced to ensure completeness, by June 2007. - Project design and funding approved by October 2006. - Existing Fiber Lite Span relocated by Puerto Rico Telephone by August 2007. - Hardware components installed and workspace realigned, by November 2007. - Network monitoring applications incorporated and tested, by January 2008. - Training provided to personnel tasked with monitoring, in January 2008. - Implementation of Quality Control Program, by February 2008.

Action Plan Goal 2 – Infostructure	
Measures of Success	<ul style="list-style-type: none"> - 100% funding approval for required hardware obtained by the end of 2nd Qtr, FY 07. - All shift personnel assigned to DOIM Technical Control Facility trained in process monitoring and equipped to provide Tier 1 response to critical network events. - 100% of all critical network equipment and services centrally monitored from the DOIM Technical Control Facility in Bldg. 376, by the end of 2nd Qtr, FY 08. - 80% of critical network events successfully resolved within (2) hours by Network Operations Center personnel.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Hardware purchase of monitoring equipment. - Training of NOC personnel.
Funding Decision	<ul style="list-style-type: none"> - Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Project design completed - Funding approval - Network Operations Center Activation
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Dependency upon related Goals/Objectives - Training availability - Hardware availability - A-76 and Outsourcing
Final Result	24x7 NOC monitoring that provides improved response and resolution time for critical network outages and events.
Status	<ul style="list-style-type: none"> - Initial planning completed. - Hardware requirements identified, approved, and submitted to DOC. - Request submitted to Puerto Rico Telephone to relocate existing racks to another location, within the DOIM Technical Control Facility. Awaiting scheduling of relocation.

Action Plan Goal 2 – Infostructure	
Strategic Goal	Sustain a reliable Installation Information Infrastructure that delivers enterprise level information management services.
Strategic Objective	2.3 - Develop and test disaster recovery and continuity of operations plans, to ensure “On-Demand” availability of network resources.
Initiatives	<ul style="list-style-type: none"> - Maximize data backup integrity and reliability through the deployment of fiber network cards. - Maximize data transmission speeds between critical nodes in Bldg. 376 and Bldg. 390, through the deployment of fiber-based switches. - Deploy system redundancy for all critical services.
Purpose	To ensure continued functionality of critical information management services, in the event of utility outage, hardware failure, or natural disaster.
Initiation Date	April 2006
Planned Completion Date	<ul style="list-style-type: none"> - Fiber network card deployment: March 2007 - Fiber-based network switch upgrade: 3rd Qtr, FY 07 - System redundancy: 2nd Qtr, FY 08
Action Team	Noel Santana, Luis Torres, Justin Gehrke
Owner’s Contact Information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Draft action plans completed. - Required hardware/software identified. - Funding approved and procurement initiated. - Hardware/software installed. - Testing and debugging completed. - “Dry-runs” conducted. <p><i>(Refer to respective DOIM Project Folders for specific milestone timelines.)</i></p>

Action Plan Goal 2 – Infostructure	
Measures of Success	<ul style="list-style-type: none"> - Fiber network card deployment: Total network data storage time with 0.01% total data corruption. - Fiber-based network switch upgrade: 100% increase in packet transmission speed. - Fiber-based network switch upgrade: 10% reduction in loss of transmitted packets. - System redundancy: Minimization of downtime during transition to backup devices. - System redundancy: 100% of critical services (e.g. E-mail, file services, print services, etc.) supported via redundancy.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Backup hardware/software - Disaster Recovery/COOP personnel training
Funding Decision	<ul style="list-style-type: none"> - Fiber network card deployment:: Installation-level, RCIO-SE, NETCOM - Fiber-based network switch upgrade: Installation-level, RCIO-SE, NETCOM - System redundancy: Installation-level, RCIO-SE, NETCOM
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Backup integrity maximized to ensure minimum downtime. - Upgrade of existing switches to fiber-based standard. - Redundancy established for all critical equipment and supported service(s).
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Dependency upon related Goals/Objectives - Training availability - Hardware and software availability - A-76 and Outsourcing

Action Plan Goal 2 – Infostructure	
Final Result	Upgrading network infrastructure components, establishing redundancy and ensuring proper planning/testing of Disaster Recovery and Continuity of Operations Plans will maximize network transmission rates and minimize interruptions to information management services.
Status	<ul style="list-style-type: none">- Fiber network card deployment: Initial planning underway.- Fiber-based network switch upgrade: Initial planning underway.- System redundancy: Initial planning underway.

Action Plan Goal 2 – Infostructure	
Strategic Goal	Sustain a reliable Installation Information Infrastructure that delivers enterprise level information management services.
Strategic Objective	2.4 – Provide unparalleled information sharing and collaboration services, with real-time content updating, via dynamic web portals.
Initiatives	- Integrate Groove virtual services into existing collaboration tools.
Purpose	To increase the use of collaboration-based services and maximize knowledge management by network users.
Initiation Date	3 rd Qtr, FY 07
Planned Completion Date	3 rd Qtr, FY 08
Action Team	Noel Santana, Luis Torres, Justin Gehrke
Owner's Contact Information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Action plan completed by June 2006. - Hardware/software requirements identified and submitted by June 2006. - Project funding request(s) approved by June 2006. - Hardware/software received by December 2006. - Hardware/software installation completed by March 2007. - Customer Marketing Plan completed by March 2007. - Hardware/software testing and debugging by March 2007. - Customer Marketing Plan approved by March 2007. - Network deployment testing and debugging by March 2007. - Final approval to operate obtained by June 2007. - Customer Marketing Plan deployed by June 2007.
Measures of Success	<ul style="list-style-type: none"> - 90% positive customer feedback via electronic-based survey, regarding newly instituted collaboration services. - Initiation of internal, active collaboration activities by 100% of

Action Plan Goal 2 – Infostructure	
	<p>Garrison Directorates.</p> <ul style="list-style-type: none"> - Increased ease of access to and minimization of complexity of collaboration tools, based on integration into existing Microsoft Office software suite. - Completion of Installation and testing of hardware and software. - Training developed and provided to end users.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Hardware - Software and licenses - Training for System Administrators - Training for End-Users
Funding Decision	Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Redesigned and deployed intranet portal. - Integration of Groove with existing collaboration tools. - Collaboration tools streamlined via the implementation of .NET.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Training availability - Hardware and software availability - A-76 and Outsourcing
Final Result	Improved information sharing and project collaboration capabilities for customers.
Status	<ul style="list-style-type: none"> - Groove deployment: Initial planning completed. Vendor presentation scheduled for December 2006. - .NET implementation: Initial planning underway.

Action Plan Goal 2 – Infostructure	
Strategic Goal	Sustain a reliable Installation Information Infrastructure that delivers enterprise-level information management services.
Strategic Objective	2.5 – Maintain a continuously-evolving Computer and Network Defense program, based upon the Defense-In-Depth concept.
Initiatives	<ul style="list-style-type: none"> - Expand current Secret Internet Protocol Network (SIPRNET) user base and usage and ultimately replace Non-Classified Internet Protocol Network (NIPRNET) as the primary method of day-to-day, operations-related communications for mid to high-level management personnel. - Measurably increase proactive network security posture, in support of Department of Defense Information Condition (INFOCON) levels and through the procurement and implementation of network-based intrusion prevention system, vulnerability remediation, and forensic analysis software and appliances. - Implementation of automated Department of Defense Information Assurance Certification and Accreditation Process (DIACAP) process. - Commercial IT Certification of System Administration and Information Assurance personnel.
Purpose	To increase the confidentiality, integrity, and availability of Defense information, across both Unclassified and Secret Domains, through the commercial IT certification of directorate System Administrators and Information Assurance personnel, automation of Certification/Accreditation and vulnerability remediation processes, decreased instances of attempted and successful infiltrations/exfiltrations, and increased proactive, security posture of Fort Buchanan networks.
Initiation Date	2nd Qtr, FY 07
Planned Completion Date	<ul style="list-style-type: none"> - SIPRNET user and usage expansion: 2nd Qtr, FY 08 - Commercial IT certification of personnel: 4th Qtr, FY 07 - SNORT functionality: 4th Qtr, FY 07 - Network-based Vulnerability Detection/Remediation: 4th Qtr, FY 07 - Intrusion Prevention System (IPS) functionality: 4th Qtr, FY 07

Action Plan Goal 2 – Infostructure	
	- Full DIACAP implementation: 4 th Qtr, FY 07
Action Team	Noel Santana, Luis Torres, Justin Gehrke
Owner's Contact Information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - 50% increase in active SIPRNET users, based on Command emphasis of SIPRNET for communications related to daily operations. - Increase in number of commercially-certified IT System Administrators and Information Assurance personnel, based on final approval of proposed regulatory changes and Army-wide funding. - Implementation of DOD/DA-mandated scanning and vulnerability management tools, to include Secure Configuration Remediation Initiative (SCRI) and Secure Configuration Compliance Validation Initiative (SCCVI) programs, by 4th Qtr, FY 07. - Fully-functional Network-based SNORT, by 4th Qtr, FY 07. - Fully-operational Network-based IPS, based on Army-wide fielding in support of DOD Information Condition (INFOCON) operations. - 15% reduction in externally-reported and internally-identified network security incidents, based upon integration of SNORT and IPS into existing network defense initiatives.
Measures of Success	<ul style="list-style-type: none"> - 100% compliance with DOD-directed INFOCON levels. - DIACAP: 100% automation of and compliance with updated Certification and Accreditation requirements. - SCRI/SCCVI Implementation: 95% or greater compliance with mandatory Information Assurance Vulnerability Alerts and Bulletins (IAVA/IAVB) via fully automated detection/remediation. - SIPRNET User/Use Expansion: 25% or greater increase in active SIPRNET users or hardware. - Certified IT Personnel: 25% or greater increase in number of commercially-certified IT System Administrators and Information Assurance personnel. - Intrusion Prevention/Detection: 25% or greater reduction in externally-reported and internally-identified network security incidents.

Action Plan Goal 2 – Infostructure	
	<ul style="list-style-type: none"> - Enterprise-level network monitoring and forensics capabilities for Information Assurance and System Administration personnel.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - DIACAP: N/A - SCRI/SCCVI: Hardware Purchase - SIPRNET Expansion: Infrastructure Upgrades, Hardware Purchase, Enterprise Software License Purchase - Certification Training: Respective IT Publications - Network Security Monitoring: Hardware Purchase, Software License Purchase
Funding Decision	<ul style="list-style-type: none"> - DIACAP: N/A - SCRI/SCCVI: Installation-level - SIPRNET Expansion: Installation-level, NETCOM - Certification Training: Installation-level - Intrusion Prevention/Detection: Installation-level, RCIO-SE
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Full compliance with DIACAP requirements. - Full compliance with DOD-mandated INFOCON requirements. - Complete automation of network vulnerability detection and remediation.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Dependency upon related Goals/Objectives - Training availability - A-76 and Outsourcing
Final Result	Secure, stable, and evolving network infostructure fortified by a comprehensive Computer and Network Defense Program.
Status	<ul style="list-style-type: none"> - Project planning for multiple projects pending, based on necessity to analyze against DIACAP requirements and/or enterprise fielding of Army-approved, network security tools.

Action Plan Goal 3 – Customer Focus	
Strategic Goal	Enhance customer relationships by understanding customer needs to deliver quality services.
Strategic Objective	3.1 – Foster positive, two-way communications and enhance customer relations, through research and analysis.
Initiative	Appoint a Customer Relations Manager (CRM) and develop an automated quality of service customer response mechanism.
Purpose	Improve and simplify communication channels between the DOIM and its customers.
Initiation Date	2 nd Qtr, FY 07
Planned Completion Date	4 th Qtr, FY 07
Action Team	Carlos Moreno, Miguel Vázquez, Carlos Rivera, Edwin Elías, Edwin Ríos
Owner's Contact information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Customer Relations Manager appointed by May 2007. - Development and deployment of Customer Feedback Forums by June 2007. - Develop an automated system that requests and provides instant customer satisfaction feedback by July 2007. System shall track both satisfactory and unsatisfactory customer comments.

Action Plan Goal 3 – Customer Focus	
Measures of Success	<ul style="list-style-type: none"> - Continued Programs, Services & Facilities improvement based on customer feedback received through Service Desk, ICE, and available systems. - Respond and follow-up to all customer inquiries and information requests, within (72) hours. - Establish an Employee Recognition program that recognizes the individual that received the most positive feedback comments on a Quarterly basis. - Maintain a 10% or less unsatisfactory customer comments of the Total Amount of responses received quarterly.
Priority	High
Funding Requirements	N/A
Funding Decision	N/A
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Primary and Alternate Customer Relations Manager (CRM) appointed. - CRM functions and responsibilities developed. - Training provided to CRM(s) - Development and deployment of marketing campaign to solicit increased customer feedback. - Increased customer understanding of services and support provided by the DOIM. - Continuously deploy electronic customer feedback surveys.
Contingencies	<ul style="list-style-type: none"> - Limitations of capabilities using existing Service Desk hardware/software - Shortage of qualified manpower - A-76 and Outsourcing
Final Result	Collection and analysis of sufficient customer feedback to improve existing service and support, as well as the identification of additional services needed by customers.

Action Plan Goal 3 – Customer Focus	
Status	- Initial planning underway.

Action Plan Goal 3 - Customer Focus	
Strategic Goal	Enhance customer relationships by understanding customer needs to deliver quality services.
Strategic Objective	3.2 - Make the intranet portal the means to share information by Garrison personnel.
Initiative	Centralize electronically broadcast community information and news in the intranet portal.
Purpose	To ensure on-demand availability of information relating to safety and security issues, community events, and other public service-related information and improve network speed, through reduced, unnecessary bandwidth consumption.
Initiation Date	3 rd Qtr, FY 07
Planned Completion Date	1 st Qtr, FY 08
Action Team	Carlos Moreno, Miguel Vázquez, Carlos Rivera, Edwin Elías, Edwin Ríos
Owner's Contact information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Redesign of Fort Buchanan intranet portal by August 2007. - Develop and deploy marketing plan to increase the use of the intranet portal, as primary, electronic means of disseminating information by September 2007. - Approval requested and obtained to implement Fort Buchanan intranet portal as default Internet Explorer homepage for all network computers by July 2007. - Increased network speed, based on reduction of bandwidth consumed by excessive global email messages containing large attachments by October 2007. - Increased installation employee productivity, based on reduced, unnecessary email receipt and review by October 2007.

Action Plan Goal 3 - Customer Focus	
Measures of Success	<ul style="list-style-type: none"> - Increased use of intranet portal by 50% by analyzing number of website page views. - Positive customer feedback obtained both via online portal survey and random sampling by directorate. - 10% decrease in webpage resolution time and internal email delivery time. - 10% increase in file server transfer speed. - More equitable distribution of and use of allotted bandwidth resulting in 5% increase in bandwidth availability, at any given time.
Priority	High
Funding Requirements	N/A
Funding Decision	N/A
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Intranet portal redesigned and marketed to increase customer use. - Development and approval of Garrison Commander's policy to prohibit the use of electronic mail for mass-mailing purposes. - Development and deployment of electronic customer feedback survey, via the Fort Buchanan intranet portal.
Contingencies	<ul style="list-style-type: none"> - Ability to obtain Garrison Commander's approval to standardize internet browser homepage. - Ability to obtain approval for Garrison Commander's Policy to prohibit the use of electronic mail for mass-mailing purposes. - A-76 and Outsourcing
Final Result	Increased use of the intranet portal, as the daily means to disseminate and share community-related information, as well as the enhancement of the DOIM's professional reputation.
Status	<ul style="list-style-type: none"> - Initial planning underway. - Portal redesign in progress.

Action Plan Goal 3 - Customer Focus	
Strategic Goal	Enhance customer relationships by understanding customer needs to deliver quality services.
Strategic Objective	3.3 - Centralize customer service and support request receipt and response.
Initiative	Create a one stop shop for customer service/support requests
Purpose	To improve efficiencies in the delivery of customer services
Initiation Date	4 th Qtr, FY 06
Planned Completion Date	3 rd Qtr, FY 07
Action Team	Carlos Moreno, Miguel Vázquez, Carlos Rivera, Edwin Elías, Edwin Ríos
Owner's Contact information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Integrate Visual Information Branch customer service personnel and functions help desk functions into existing Customer Service Branch Service Desk structure by February 07. - Develop and Implement cross-training plan for Desktop and System Support Branch and other technically-oriented personnel for familiarization with Customer Service Desk functions by March 07. - Develop and deploy marketing plan to educate customers with regard to new procedures to request Visual Information support, via the DOIM Customer Service Desk by February 07. - Collection and analysis of customer feedback with regard to relocation of Visual Information support services.

Action Plan Goal 3 - Customer Focus	
Measures of Success	<ul style="list-style-type: none"> - Completed centralization of service and support requests, within the DOIM Customer Service Desk by February 07. - Service Desk process 100% of all DOIM related services and support requests. - 90% positive customer feedback via survey, related to new Centralized Customer Service and Support.
Priority	High
Funding Requirements	N/A
Funding Decision	N/A
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Centralized point for submission of requests for customer service and support to the DOIM. - Customer education and awareness marketing campaign. - Standardization of procedures for the request of services/support.
Contingencies	<ul style="list-style-type: none"> - Mission requirements - Shortage of qualified personnel - A-76 and Outsourcing
Final Result	Establishment of centralized Customer Service Desk that provides exceptional, quality services.
Status	- Initial planning underway.

Action Plan Goal 3 - Customer Focus	
Strategic Goal	Enhance customer relationships by understanding customer needs to deliver quality services.
Strategic Objective	3.4 - Establish a website that would inform customers of all services provided by the DOIM Service Desk and allow web-based requesting of services.
Initiative	Create a Customer Service web page that provides information and quick access links to request services from the DOIM.
Purpose	To educate and expedite customer request process.
Initiation Date	2 nd Qtr, FY 07
Planned Completion Date	Phased completion throughout FY 08
Action Team	Carlos Moreno, Miguel Vázquez, Carlos Rivera, Edwin Elías, Edwin Ríos
Owner's Contact information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Phase One - Develop DOIM Customer Service web site by September 2007. - Phase Two - Integrate web-based service request module by September 2008. - Educate customers via marketing campaign upon completion of each phase. - Collect and analyze statistical data, with regard to website usage for a period of three months, from completion of Phase One. - Formulate trend analysis reports detailing increased submission of web-based requests, for a period of three months, from the completion of Phase Two.

Action Plan Goal 3 - Customer Focus	
Measures of Success	<ul style="list-style-type: none"> - 25% increase in DOIM Customer Service website page views. - 15% of total service and support requests submitted via web-based system, per quarter. - 10% increase in receipt of internally-generated customer feedback surveys, disseminated by the Customer Service Branch.
Priority	High
Funding Requirements	- No additional funding anticipated at this point of planning stage.
Funding Decision	Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Development and deployment of DOIM Customer Service Support web site. - Implementation and marketing of web-based request submission capabilities. - Increased response time, based on electronic submission and remote resolution capabilities.
Contingencies	<ul style="list-style-type: none"> - Availability of funding (if identified as necessary) - Training availability - Manpower shortages - A-76 and Outsourcing
Final Result	Institutionalize a Customer Service Support web site focused on automated customer solutions.
Status	Initial planning underway.

Action Plan Goal 3 - Customer Focus	
Strategic Goal	Enhance customer relationships by understanding customer needs to deliver quality services.
Strategic Objective	3.5 - Increase cost effectiveness and timeliness of service, through the use of remote access technology for real-time resolution of common technical problems.
Initiative	Equip the Customer Service Branch personnel with the skills and technology required to provide instant customer technical support and problem resolution.
	Action Plan
Purpose	To enable the resolution of customer inquires regarding technical support issues "On-the-Spot".
Initiation Date	July 2006
Planned Completion Date	1st Qtr, FY 08
Action Team	Carlos Moreno, Miguel Vázquez, Carlos Rivera, Edwin Elías, Edwin Ríos
Owner's Contact information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Installation and configuration of remote access control software on Customer Service Desk workstations by March 2007. - Completion of training in the use of remote access software and baseline applications by November 2007.
Measures of Success	<ul style="list-style-type: none"> - "On-the-Spot" and/or remote resolution of 25% of service requests generated daily. - Labor and logistic cost reduction through provision of remotely-provided technical support and service. Pending data collection of hourly salaries for DSS Branch technicians using ABC Costing. Formula for calculation: (Average Hourly Rate/Average Transit Time per Ticket) + Mileage Allowance = Cost of Transit Time per Ticket.

Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Hardware, software, and licensing - Personnel training
Funding Decision	Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Institutionalization of cross-training program between Customer Service Branch and Desktop and System Support Branch, to enhance the career skills of personnel assigned to both branches. - Maximization of software capabilities included in Unicenter Service Desk currently in place and the remote management software identified for use. - Enable Customer Service Branch personnel to utilize state-of-the-art technologies to effect remote resolution of technical problems. - Reduction in on-site manhours required to effect technical problem resolution.
Contingencies	<ul style="list-style-type: none"> - Availability of funds - Equipment/software limitations - Shortage of qualified personnel - A-76 and Outsourcing
Final Result	Reengineering of a Customer Service support center in order to obtain and maintain the technical skills necessary to achieve remote resolution of service and support requests.
Status	- Initial planning underway.

Action Plan Goal 3 - Customer Focus	
Strategic Goal	Enhance customer relationships by understanding customer needs to deliver quality services.
Strategic Objective	3.6 - Convert existing processes from a paperwork driven to an electronic system.
Initiative	<ul style="list-style-type: none"> - Identify and analyze service request processes that are paperwork driven. - Develop and implement electronic procedures that will decrease the use of paperwork driven mechanisms.
Purpose	Become a more cost effective enterprise by facilitating our customers with automated mechanisms tools to process their service requests.
Initiation Date	July 2006
Planned Completion Date	Phased completion throughout FY 07.
Action Team	Carlos Moreno, Miguel Vázquez, Carlos Rivera, Edwin Elías, Edwin Ríos
Owner's Contact information	Chief, Information Technology System Support Division
Measures of Progress	<ul style="list-style-type: none"> - Identify paperwork flow processes, by September 2006. - Phase conversion of processes from paperwork to automated, by September 2007. - Development and deployment of marketing campaign to customers, by September 2007.
Measures of Success	<ul style="list-style-type: none"> - 20% reduction in paperwork generated and processed in the completion of requests, based on complete conversion to automated processes. - 10% increase in receipt of internally-generated customer feedback surveys, disseminated by the Customer Service Branch. - Reduced internal request processing time, via implementation of automated and/or electronic submission and approval procedures.

Action Plan Goal 3 - Customer Focus	
Priority	High
Funding Requirements	N/A
Funding Decision	N/A
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Develop automated service request procedures and related electronic documents. - Customer education with regard to newly automated procedures - Deployment of digital signature capability to directorate/organization-designated individuals.
Contingencies	<ul style="list-style-type: none"> - Hardware and software capability restrictions. - Shortage of qualified manpower. - A-76 and Outsourcing
Final Result	Creation of and transition to an electronic-based, cost-effective system that enables customers to request services through the Fort Buchanan portal and Customer Service Branch website.
Status	- Initial planning and process identification underway.

Action Plan Goal 4 – Operation Efficiency and Cost	
Strategic Goal	Evaluate and analyze the organization and its processes, using continuous process improvement model.
Strategic Objective	4.1 – Deploy state-of-the-art technologies to increase productivity and maximize Return on Investment (ROI).
Initiative	<ul style="list-style-type: none"> - Upgrade and “trade-in” of existing telephone switch. - Integration of “Thick Client” technology into NIPRNET - Replacement of SIPRNET workstations with “Thick Clients” - Upgrade and “trade-in” of SIPRNET Cisco Switches. - Upgrade portions of copper cable infrastructure.
Purpose	Provide cost-effective and expedient solutions that match the rapid speed of technological evolution.
Initiation Date	3 rd Qtr, FY 2006
Planned Completion Date	Cyclical Process
Action Team	Pedro Colon, Wilberto Maldonado, Miguel Vázquez, Carlos Moreno, Edwin Ríos, Luis Torres, Rafael Maldonado, Justin Gehrke
Owner’s Contact information	Directorate of Information Management Division/Branch Chiefs
Measures of Progress	<ul style="list-style-type: none"> - Draft action plans completed. - Statement of Work (SOW) for telephone switch completed in March 2007. - Required hardware installed in November 2006. - Software pending installation in May 2007. - Funding will be submitted for approval in October 2007. - Installation of SIPRNET switches will be completed by March 07. - Testing and refurbishing of copper cables will be completed by December 2007.

Action Plan Goal 4 – Operation Efficiency and Cost	
Measures of Success	<ul style="list-style-type: none"> - “Thick Client”: Reduced complexity normally associated with upgrades, based on centralized deployment. - “Thick Client” Installation: 5% reduction in “time-spent” on system administration for initial (30) systems, based on system consolidation. - Telephone Switch Upgrade: Capacity of subscribers increased from 4000 to 8000. Credit to be received for “trade-in” of existing telephone switch. - Cisco Switch Upgrades: 100% replacement of existing Cisco switches. Credit to be received for “trade-in” of existing Cisco Switches. - Copper Upgrade: Reduced packet loss and increased transmission speed, based on decrease in segmentation of infrastructure.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Hardware - Software and licenses - Personnel training
Funding Decision	Installation-level, NETCOM
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Upgrade of existing telephone switch. - Integration of “Thick Client” technology into NIPRNET. - Replacement of SIPRNET systems with “Thick Clients”. - Cisco Switch upgrades and replacement. - Replacement of copper cable with fiber optic cable.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Dependency upon related Goals/Objectives - Training availability - Hardware and software availability - A-76 and Outsourcing

Action Plan Goal 4 – Operation Efficiency and Cost	
Final Result	Upgraded and consolidated systems that reduce administration man-hours, maximize life-cycles, and increase customer service satisfaction.
Status	<ul style="list-style-type: none"> - “Thick Client” Installation: Hardware procured. Coordination underway with Dell Corporation to initiate installation. - Telephone Switch Upgrade: Upgrade plan completed and quotation requested. - Cisco Switch Upgrade: Hardware procured. Implementation plan under review. - Fiber Optic Expansion: Initial planning underway.

Action Plan Goal 4 – Operation Efficiency and Cost	
Strategic Goal	Evaluate and analyze the organization and its processes, using continuous process improvement model.
Strategic Objective	4.2 – Apply scientific cost reduction and analysis models, such as Lean Six Sigma and Total Quality Management, to improve products and services.
Initiative	Integrate Total Quality Management (TQM) and Lean Six concepts into existing and future DOIM operations and procedures.
Purpose	To Increase customer satisfaction through high levels of accuracy in delivered services and products.
Initiation Date	1 st Qtr, FY 07
Planned Completion Date	Cyclical Process
Action Team	Pedro Colon, Wilberto Maldonado, Miguel Vazquez, Carlos Moreno, Edwin Rios, Luis Torres, Rafael Maldonado, Justin Gehrke
Owner's Contact information	Directorate of Information Management Division/Branch Chiefs
Measures of Progress	<ul style="list-style-type: none"> - Establish Action Team for Lean Six Sigma and Statistical Quality Controls, by February 2007. - Train supervisory personnel in TQM/Lean Six techniques, by 2nd Qtr, FY 07. - Train all DOIM DA Civilian personnel in TQM/Lean Six techniques, through phased completion beginning 3rd Qtr, FY 07.

Action Plan Goal 4 – Operation Efficiency and Cost	
Measures of Success	<ul style="list-style-type: none"> - Implementation of TQM/Lean Six methodologies that proactively identify and mitigate regulatory or technical issues during the initial request phase. - 90% reduction of service delivery time, based on correct, initial identification of hardware, software, etc. necessary and proper planning for request fulfillment. - 90% positive customer feedback via specifically-tailored survey, regarding products and services streamlined via TQM/Lean Six methodologies.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Off-site personnel training costs
Funding Decision	<ul style="list-style-type: none"> - Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Employee education and training. - Establishment of a cyclical Quality Control program. - Continuous process improvement through ongoing Quality Control program.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Dependency upon related Goals/Objectives - Training availability - A-76 and Outsourcing
Final Result	A streamlined DOIM that maximizes productivity and customer satisfaction, through effective utilization of existing resources.
Status	<ul style="list-style-type: none"> - Initial planning underway. - Off-site training source identified. - Off-site training for supervisors approved and scheduled for January 2007.

Action Plan Goal 4 – Operation Efficiency and Cost	
Strategic Goal	Evaluate and analyze the organization and its processes, using continuous process improvement model.
Strategic Objective	4.3 – Prepare the organization for competitive outsourcing (A76).
Initiative	<ul style="list-style-type: none"> - Management review of organizational processes - Manpower data collection - Outsourcing Awareness Training for management and employees - Organizational assessment through Independent Verification & Validation (IV&V)
Purpose	Become the most effective and competitive Information Management and Information Technology service and support provider in the Caribbean.
Initiation Date	1st Qtr, FY 2007
Planned Completion Date	1st Qtr, FY 2008
Action Team	Pedro Colon, Wilberto Maldonado, Miguel Vazquez, Carlos Moreno, Edwin Rios, Luis Torres, Rafael Maldonado, Justin Gehrke
Owner's Contact information	Directorate of Information Management Division/Branch Chiefs
Measures of Progress	<ul style="list-style-type: none"> - Management review: Organizational processes identified and documented via flowcharts, by October 2006. - Data collection: Development of Branch-specific worksheets and ongoing input by DA civilian and contract personnel, by October 2007. - A-76 Awareness and Data Collection training: Classroom training developed and scheduled for DOIM personnel, by October 2007. - Independent Verification & Validation: Identification of and coordination with Garrison Directorate to perform organizational assessment, by September 2007. - Statement of Work developed and approved for submission to A-76 Team, by January 2008.

Action Plan Goal 4 – Operation Efficiency and Cost	
Measures of Success	<ul style="list-style-type: none"> - Statement of Work validated by A-76 Team. - Management review: 100% of organizational processes analyzed and reviewed. Recommendations for streamlining implemented. - Data collection: 100% capture of man-hours by DA civilian and contract personnel, over a (12) month period. - Awareness training: 100% of DA civilian and contract personnel trained in the Outsourcing (A-76) process. - Independent Verification & Validation: External assessment completed and reviewed by DOIM management. Validated recommendations for improvement implemented.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> - Travel expenses for external trainer (RCIO-SE)
Funding Decision	Installation-level
Specific Planned Accomplishments	<ul style="list-style-type: none"> - Process flow charts developed and revised. - Data collection mechanism developed and implemented. - Training curriculum developed or externally identified. - Directorate for IV&V recruited to conduct evaluation.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Accelerated Outsourcing (A-76) timeline
Final Result	A streamlined DOIM that maximizes productivity and customer satisfaction, through effective utilization of existing resources.

Action Plan Goal 4 – Operation Efficiency and Cost	
Status	<ul style="list-style-type: none"> - Management review: Process flow-charts completed and approved. Preliminary recommendations for streamlining and cross-training in phased, implementation stages. - Data collection: Initial planning underway. - Awareness training: Management training initially scheduled for DOIM Off-Site and Strategic Planning conference (27-29 Nov 06) cancelled, due to trainer unavailability. Initial orientation for employees conducted October 2006. - Independent Verification & Validation: Initial planning underway.